




Institutionalising and our Gains

By Minister of Justice/Attorney General


Kigali, 29 /01/2016

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- 21 years after 1994 the Justice Sector in general and Ministry in particular have made good progress

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Where we have made Good Progress

- Access to Justice,
- Legal Advisory ,
- Civil litigation,
- Community Mediation [Abunzi],
- Support to Legislation,
- Procurement,
- ICT,

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- Human Resource Management
 - International Justice,
 - Support to Human
 - Rights Protection,
 - Public Property Management,
 - Logistics Management,
 - Public Finance Management,
 - Bailiff Services,
 - Notary services,

Evidence that we were made Progress

- Internal Audit reports,
 - Auditor General's reports,
 - Ministry and RGB surveys,
 - International surveys by Gallup,
 - Transparency International,
 - Trust by International Courts,
- are all clear evidence of the progress that has been made.

Going forward

There is need to reflect on the factors for this performance, work on them more and better in order to institutionalize our gains i.e. consolidate and make them irreversible no matter who / which/when changes occur at the Ministry.

Our success factors are due to efforts to institutionalize the following:

I. **Coordination, Communication, Partnership and Team work**

- More success will come from pooling individual abilities and talents to accomplish bigger things. No time for pessimism . Rather we do reforms for resilience.

- Coordination with Justice Sector Institutions, Institutions like RGB, Minaloc, Migeprofe, RNP.
- Partnership with Civil Society like RCN, SFCG, RISD, LAF etc.
- Candid engagement with all Media and responsiveness to Media concerns
- Effective communication through websites, media, gave staff a sense of direction and the public knew what to expect.

Constant Validation

- Time and circumstances change
- Technology changes very fast
- What and how we do things changes constantly. Therefore we should,
- ❖ Question our choices / positions regularly rather than being too sure of ourselves all the time — this modernizes and validates us.

2. Being Accountable

- a) Hold each other accountable and not hesitate to investigate and sanction errant conduct
 - Account to the public via traditional channels
- b) Role of Media
 - Media got more inquisitive and critical and helped us keep focused on our promises.

- Media has made us more aware of Public Scrutiny
- Media has made us more sensitive of the impact of doing or not doing our duty
- Media has made us more committed to our duty to the public
- Media has made us take action to protect the public
- Media has reported things we would not have known

3. Clear Direction/Goals

- We attended to our Goals and to each action point individually
- We should always be aware of where we are going so it is easy to select those activities that will take us there
- Focus on the things that advance you as an individual, employee, parent, son/daughter etc. Ignore the things that pull you back, waste your time, pit you against others or just make you a busy body.
- We did good Monitoring and Evaluation

4. Thinking out of the box

- Come up with innovative ideas and act on them to improve the quality of result.
- Complacency / satisfaction with the status quo will yield the same result or worse.

5. Counting the cost of time

Time is public money. Don't lose it. Have short deadlines and focus on results. Longer deadlines don't add value to results.

6. Decisiveness

Commit to something, decide and act. A mistake in action is better than one in inertia. And it is a lesson learnt. Indecisive Managers are a pain!

7. Respect others especially Juniors

- The toughest and most demanding manager on earth can still treat people with respect dignity and humility.
- Ensure that rights of workers are respected and clarified timely.
- Being fair and apply the same standards in equal measure

8. Empowering people

- Empowered staff to own their job, think, decide, deliver and take responsibility
- Empower people and encourage them to speak out if they don't feel empowered. If they can not make a decision because of the manager the Institution will not last.

9. Responsibility for Execution and Results ownership of our action plans, actions and Results

- Responsible leadership takes responsibility, accept blame, learn their lessons and does not repeat mistakes.
- Responsible leadership works with Staff to overcome personal or work place challenges and become better.

10. Leadership and Integrity

- Leaders were there when needed
- Leadership is earned and earned daily. It is not a donation or response from the Almighty.
- Be the steward rather than the Boss in the back seat.
- Be the light, the example at your place of work so it becomes better, wiser and peaceful.
- If a Leader is not convinced of where he / she wants to go no one else will.
- Leaders build integrity from top down

- We practiced transparency in all public duties
- We did not interfere with procurement but insisted on speed
- We did not interfere with disciplinary procedures
- We did not decide on the basis of sentiments

Discipline

- Respect for hierarchy, rule, regulation.
- Build and adhere to orderly ways of working

11. Dream then wake up and act on the Dream

Envision what you want to be as an individual, and employee and what you want the Institution to be. Then rise up and do what is in your means to realize the Dream.

12. Lead by consensus but don't get stuck in consensus

Find consensus as a Leader but waiting endlessly for consensus becomes managing a status quo. At some point stand alone, disagree, decide what is to be done, get it done and take responsibility.



THANK YOU

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